



**ENGLAND  
FOOTBALL**

# **Army Football Association**

## **Re-igniting The Soldiers' Game**

### **2021-24**





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# 1. Welcome Message



**Brigadier Niall Stokoe OBE**  
Chairman

Since my appointment as Chairman during the summer of 2020 we have experienced the most turbulent of periods. Covid-19 has affected everybody in one way or another.

As we hopefully come out of these unique times it is pivotal that football is a lead sport within the Army to enable our soldiers to resume activity be it as a player, coaching, officiating, spectating or as one of the many special volunteers that maintain and improve our game throughout the United Kingdom and beyond.

As Chairman I am committed to working with our Trustees and the Executive committee to continue developing Army Football across every single tier, be that male, female, regular, reserve, representational, Corps or within units. We have a wonderful platform to work from with a healthy drive from within to ensure that Army football continues to grow.

Indeed, over the past decade it has thrived with an increase of activity across all sections of the game added to the advancement in Community Engagement initiatives highlighted by the successful Games of Remembrance events between 2014 and 18.

Covid-19 has provided its own challenges. We were delighted to be able to complete the prestigious Army Challenge Cup in 2019/20 alongside various Corps and Unit competitions. With the return to football in May 2021 we were able to initiate plans to complete the Men's Corps Leagues alongside the Women's Edwards Cup competitions. We will be taking the opportunity at the appropriate times to thank all those involved within Army Football who help deliver the "Beautiful Game".

We are aware of the many challenges that we will face as we aim to return to some sort of normality, and it is imperative that Army Football plays an integral part in encouraging participation. Football not only provides the opportunity for fun, competition, comradeship and personal development it also improves the mental health of individuals.



## 2. Executive Summary

The proposals set out in this plan reflect the experience gained from implementing the previous plan and the strategies and tactics that may be utilised to overcome the various challenges presented by the Covid19 pandemic and the changing demographics and increased commitments of the British Army.

The development of this plan set against clear and welcomed direction from the FA has been achieved through focused effort by the Trustees, Staff and Volunteers. We believe we are set to build on recent successes and flourish in the coming period. We must maintain participation of all those involved in Army Football through flexible formats and competitions whilst increasing female participation ensuring equal opportunities and growing the game. The Governing body (FA) has targeted our KPI's as Equality and Inclusion, the Women's game and player registration. The concept is to provide playing and coaching opportunities for all. The Army FA must maintain participation levels and increase opportunities for these demographics and minority groups. Army Football must also contribute to the Army's operational effectiveness in order to maintain the unprecedented support of the chain of command who facilitate and encourage the contribution of players, coaches and referees during work time. It is also imperative that we serve our volunteers through the wide ranging availability of transformed digital platforms. Essentially we will cultivate a safe and inclusive football pathway and environment.



### 3. County FA Mission

*"Lead by example to provide football to all soldiers', at all levels of the game, in all circumstances"*



## 4. Values and Standards

The British Army has a worldwide reputation for excellence, a strong reflection of its soldiers and officers. This reputation derives from, and depends upon, unequivocal commitment, self-sacrifice and mutual trust. Our Values and Standards are vital to operational effectiveness, they are the lifeblood that sustains the Army.

The effective and coherent translation of these Values and Standards into actions by staff and player's must penetrate every command and organisation until they are instinctive..

- ✓ Selfless Commitment
- ✓ Courage
- ✓ Discipline
- ✓ Integrity
- ✓ Loyalty
- ✓ Respect for Others





## 5. Business History and Background

The Army County FA is unique with regards to boundaries and target audience with National and International coverage across Germany, Cyprus, Gibraltar and other areas of the globe. Historically there has always been an inherent passion for football within the Army hence the term "the Soldiers' Game". The football offer we provide and how it is communicated is of paramount importance.

The network of volunteers and their organisation and employment is critical to meeting the Army FA aspirations and FA objectives whilst fulfilling the vision for football in the Army.

Football in the Army is directed by the Army Chain of Command via the Army Sports Control Board (ASCB), the governing Board of trustees are the custodians of football in the Army. Effective governance will be key to success.



## 6. County FA Vision

*"To Support the Army's operational effectiveness by delivering the Soldiers' game"*







## A. Business Plan

### 1. High Quality Introduction to Football

- ✓ Maintain league structure and cup tournaments
- ✓ Maintain numbers of affiliated teams
- ✓ Maintain mentoring scheme for coach development at unit and Corp Level
- ✓ Increase SSG and recreational football opportunities
- ✓ Increase Female participation

### 2. Embrace all formats engage all partners

- ✓ Deliver training, playing and coaching opportunities for BAME groups in the Army
- ✓ Increase numbers of affiliated teams

### 3. Recruit develop and support the workforce

- ✓ Identify and train coaches, managers, mentors and enablers regionally to meet the requirements of the high quality introduction to football directive
- ✓ Recognise and reward volunteers through our military command structure
- ✓ Increase the number of female and BAME referees
- ✓ Ensure inclusivity that reflects the Army demographics and needs
- ✓ Maintain the support of the most senior members of the Army board to assist achieving our goals
- ✓ Adopt new Trustee structure

### 4. Modernise and innovate

- ✓ Effective and fully inclusive Board of Trustees
- ✓ Run an efficient County FA and maintain Football as the participation sport of choice in the Army
- ✓ Secure and stabilise financial position
- ✓ Army FA will continue to invest in football provisions

### Workforce

- ✓ Army Football, continues to employ a strategy of more effective and efficient use of the workforce.
- ✓ The Army FA will provide all necessary support to maintain an effective workforce to allow them to achieve their respective roles and responsibilities.
- ✓ Job descriptions PADR and contracts will be updated. We will review whether the staff will require additional training, in light of their personal development plans
- ✓ The Board of Trustees will also play a very important part by ensuring passage of information is encouraged. We will also hold regular meetings with all members of staff both on a collective and individually basis.

***"To deliver a well run Football County and the best run sport in the Army. Meeting the FA goals by delivering the Nation's Game as the Soldiers' Game to meet the Army aims"***

## B. Long Term Smart Goals and Objectives

- **Retain 7808 male players through flexible formats and competitions**  
Measured by: Affiliation process, player registration BI (weekly and quarterly)
- **From a start baseline of 706 Increase female players and grow participation by 10% each season,**  
Measured by: Affiliation process, player registration and BI (weekly and quarterly)
- **Initially Recruit 43, convert 26 retain 137 and progress 12 referees**  
Measured by: Support mechanism monitored by specifically designated committee (monthly basis).
- **England Football Accreditation – Adult Clubs      21/22 60%      22/23 65%      23/24 70%**  
Measured by: Number of affiliated teams monthly and quarterly
- **Support a diverse, high performing workforce and inclusive culture**  
Measured by: State of Play survey
- **Establish trusted, progressive regulation, administration and governance**  
Measured by: Code of Governance (Board of Trustee meetings)
- **Provide representative opportunities for high performing service personnel**  
Measured by: Inter Service and UK Armed Forces competitions.
- **Cultivate safe and inclusive football pathways and environment**  
Measured by: Safeguarding Operating Standard).
- **Promote a game free from discrimination**  
Measured by: Equality Standard for Sport. (Board of Trustee meetings)
- **Strong reputation and clear brand identity**  
Measured by: Funding from Sports Board, FA and commercial partners. (Board of Trustee meetings)

## C. We Will....

### Coaches

- ✓ Encourage all Units and Crop to have qualified Coaches, all those individuals who successfully complete these courses will be reimbursed the fee.
- ✓ Carry out CPD to enhance the knowledge of our coaches.

### Maintain league structure and cup tournaments

- ✓ Educating players and officials to learn about registration process and new digital platforms.
- ✓ Encourage newly affiliated teams to enter leagues and cups.
- ✓ Measure any increase or decrease in number of affiliated teams participating in Army leagues and cups.

### Maintain numbers of affiliated teams

- ✓ Identify reduced manning units that feel they can no longer affiliate and work with them to provide solutions on how they can meet the criteria for affiliation.
- ✓ Offer other opportunities for teams to participate when they have reduced numbers due to deployment.

### Participation

- ✓ Provide more playing opportunities.
- ✓ Provide development opportunities for players to participate via smaller tournaments and festivals.



## Provide training opportunities for volunteers and enablers.

- ✓ Plan and deliver x2 one day training courses to up-skill

## Women's Strategy

- ✓ Build a sustainable and successful high-performance system for Women's Football in the Army based on 3 layers; Army Representative Level (Army Women's Football Team), Army Corps League Level and Army Unit League Level, with supporting Cup Competitions. .
- ✓ Increase the number and diversity of women coaching, refereeing and administrating in Football. This will be done in partnership with other pillars who will be supported by the Women's Structure
- ✓ Work with Defence and Community Engagement leads to ensure that there is coherence with the County FA, Community Football and wider engagement of the women who choose a career in the Army, Full or Part Time who wish to pursue Football.

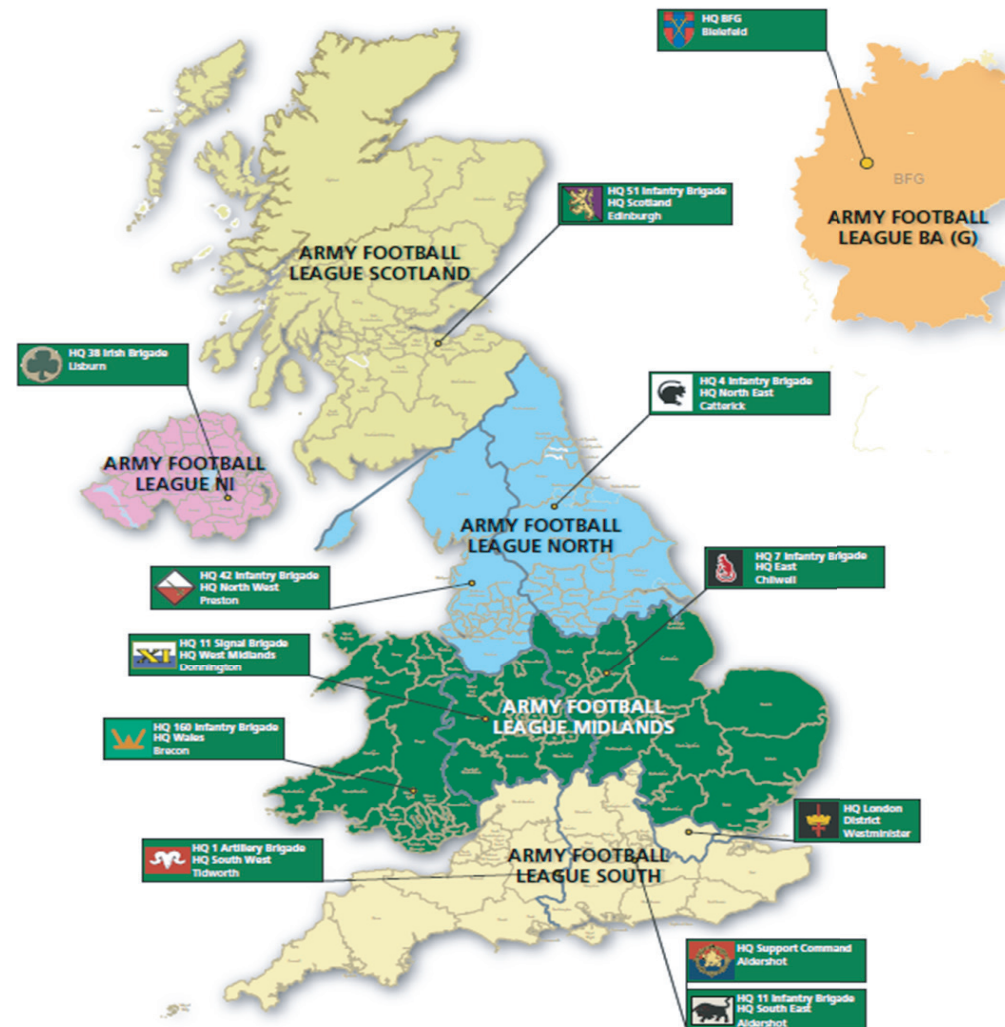
## Referees

- ✓ Re-energise soldiers back into officiating with a concentrated mentoring and Training Co-Ordinating scheme in each respective division focussing on referees who qualified prior to Covid-19 suspension.
- ✓ Actively encourage officials to affiliate with the local county that they reside at weekends continuing healthy and active liaison with many civilian counties.
- ✓ Re-energise Referees Academy targeted to support our junior officials aged 30 and under in addition to officials from Level 5 and above. It is facilitated by our Senior Instructors who, in the main, are active officials in the FA Premier League and Football League but committed to supporting Army Football.
- ✓ Annual Training is provided for our Observers activated by our "Promotions Panel" who oversee all observations covering all Levels and to ensure that all promotion applicants are able to complete their relevant packages.

## Female Referees

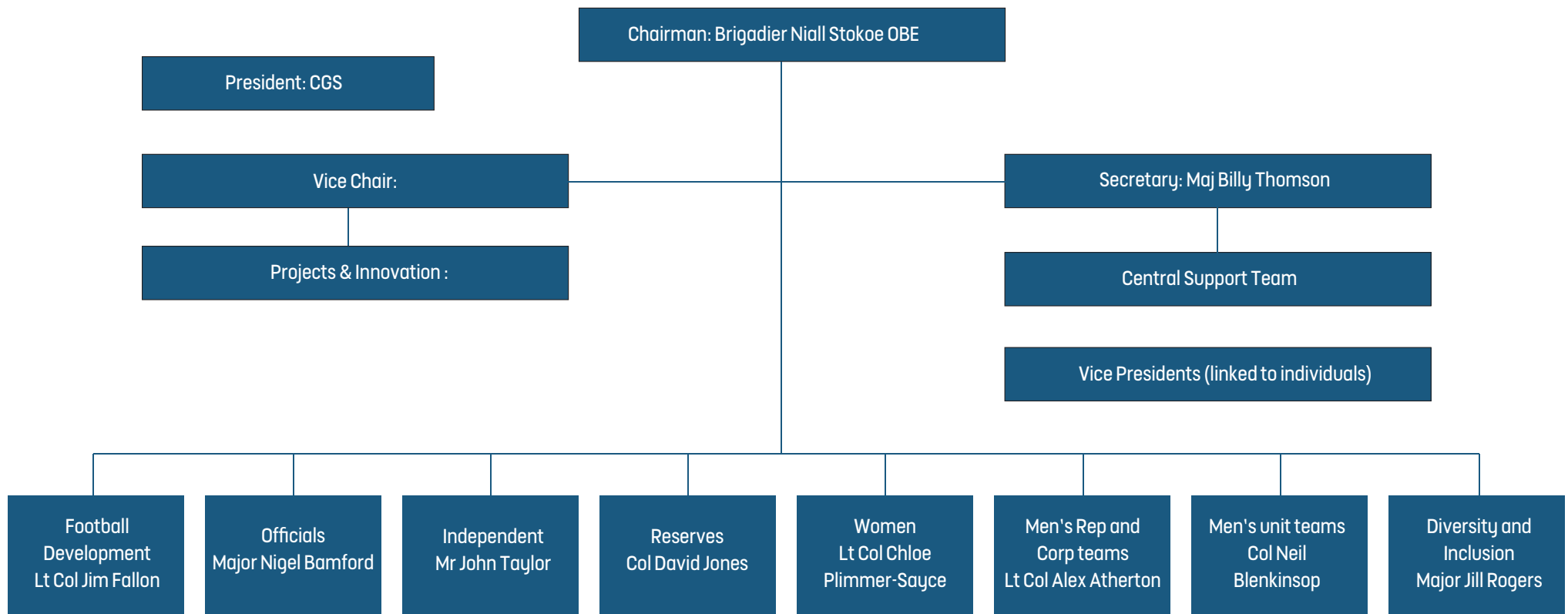
- ✓ Work closely with a newly appointed Trustee responsible for the development of the Women's game and a recently appointed Ambassador for Women's Football to actively improve recruitment and retention for female officials within the Army.
- ✓ Work closely with Corps and Representative teams to promote the opportunities for players reaching the latter stages of their careers to be encouraged to attend a Basic Referees course.

# 7. Army Football League Regions





## 8. Governance Structure



## A. Code of Governance

### Recommendations

- Ensure a full induction takes place for each new board member
  - 5 new board members have undertaken training
- Carry out stakeholder mapping exercise. Review risk register at board meetings on regular basis
  - In progresss
- Undertake an annual board skills audit and training needs analysis
  - In progresss
- Clearly define responsibilities of all board members to ensure areas of expertise linked into the strategy and not day to day operations
  - This has taken place
- Ensure that the board meetings are strategic and cover the business reporting against the strategy
  - Actioned by Chairman
- Ensure all information is provided in advance of board meetings to allow for appropriate preparation
  - In place

### Code of Governance

#### 1. Code of Governance

- Code of Governance Working Group to be set up to work towards achieving the code and improving the ways of working
  - Chairman, Vice Chairman and CEO form the working group.

#### 2. Recruitment

- Increase female / BAME representation on the board. **1 New member on the board.**
- Advertise and recruit the following **Independent** roles to the board
  - Inclusion Director **New board member now in place**
  - Finance Director **In progress**
- It is noted that the Army FA has access to internal services relating to marketing, commercial, legal and HR
- Ensure all board members have assigned roles and new role profiles (if needed) **5 New Board member have new role profiles**

#### 3. Strategy

- Board to play pivotal role in developing new 2021-24 Army FA Strategy
  - All Board member will have responsibility for there area of the plan





## B. Workforce



**Major WTE (Billy) Thomson**  
Secretary

Billy has been our Secretary since 2001. He joined the Army in 1971 serving 30 years. He was Assistant Secretary of The Army Youth Team 1991-1993 and Assistant Manager of the Army Senior team 1993-1995. In 1995 he became General Manager of the Army Men senior team until retirement in 2001. He is also the Army representative on the Council of the Football Association (FA).



**Mr Graham Brookland**  
Assistant Secretary and Referees Secretary

Graham joined the Army FA in 2007. He is Co founder of Aldershot Town Football Club, formed in 1992, for whom he served for 21 years in a variety of roles including as full time Company Secretary for a decade and later Head of Media when the club were in the Football League. Graham has received his 25 Year Service Award from the Hampshire FA and 20 Year Meritorious Service Award from the Aldershot DFA. In 2015 he authored a book "To Make A Dream Survive" reflecting on his time at Aldershot Town; over 1000 copies were sold.



**Jenny Cuthell**  
Disciplinary Secretary

Jenny has been in the role since 2013 having served 22 years in the REME. Jenny deals with all grassroots matters including affiliation, discipline and welfare. She is the Whole Game System technology lead for the county as well as the Designated Safeguarding officer.



**Steve Stone**  
Football Development Manager

Steve became the Army FA Football Development Officer in 2002. He has been a Coach Educator/ Tutor for the FA since 1996 and his extensive list of qualifications includes UEFA A, FA Academy Managers Licence and FA Youth award. A qualified teacher Steve's experiences include coaching both the Royal Navy and Army representative sides at all levels and extensive civilian team responsibilities including Southampton Ladies in the FA Women's Premier League. Steve has also worked part time in professional club academies.



**Gill Jones**  
Football Development Administrator/Accounts

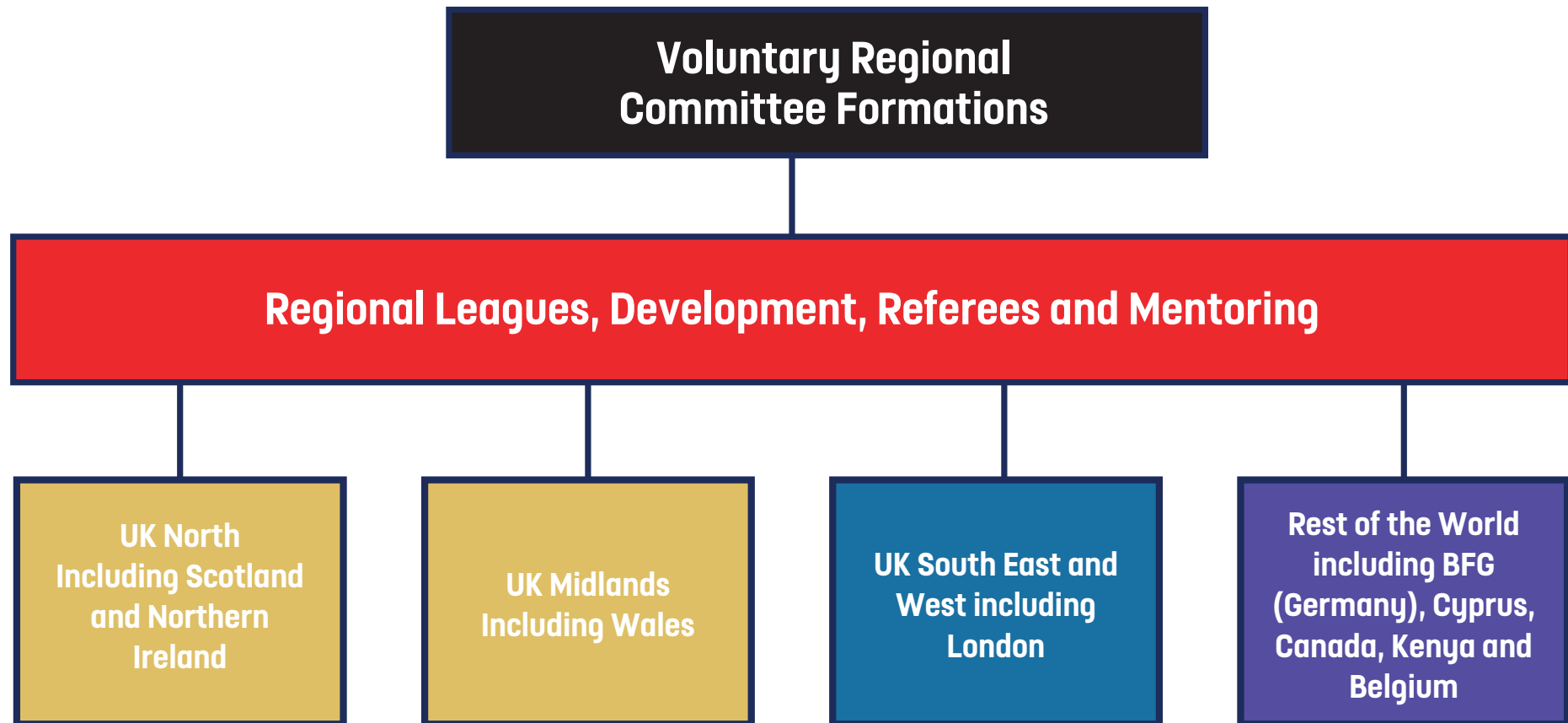
Gill has worked at the Army FA for 19 years having previously worked at Middlesex FA. Starting as a player with District Line Ladies in 1975 Gill shortly became Club Secretary and held this position through the club's transformation to Wembley Ladies in 1992 and Barnet Ladies in 1998. Currently Treasurer of the Greater London Women's Football League's Gill also served on the Management Committee of the FA Women's Premier League for several years. A member of the Middlesex FA Women's & Girls' Football Committee since its formation in 1998 Gill is now the current Chair of that committee. Gill is a proud recipient of the Middlesex FA Meritorious Service Award.



**KATE O'HARA**  
Admin, Marketing & Sponsorship Assistant

Kate joined the Army FA in April 2019. A life-long follower of Farnborough Football Club, she played for the Women's Civil Service Football Team late 70's/early 80's and played for the MoD Royal Aircraft Establishment (mixed) 6 a-side team (against inter Depts and other MoD units). A supporter of local Youth Football club, helping with wellbeing Kate is a match day official to ensure respect to players/referee & linesmen from supporters is adhered to.

## C.Workforce Continued





## 9. Safeguarding

Army Football is committed to safeguarding and protecting children, young people and adults at risk in youth and adult football. Individually and collectively, we are signed up to Affiliated Football's Policies and Procedures and we are committed to achieving The FA's Safeguarding Operating Standard for County FAs. We recognise our collective and individual safeguarding responsibilities and accountabilities.

This commitment is made by our Board and CEO and applies to all our staff, including part-time, Army Football volunteers and members.



# 10. The Equality Standard

## The Equality Standard

### The Equality Standard Policy Statement

An Army that is justifiably recognised as a demonstrably inclusive employer that respects difference, attracts talent from all areas of society, overtly embraces equality of opportunity and always challenges unacceptable behaviour. If we are to be a combat ready and adaptable army, we must get the most out of our people. Key to this is creating a culture where all our people thrive.

#### As an army:

*We must attract, train and retain the best talent capable of working in the complex, contemporary, operating environment.*

*We must allow all personnel - to be themselves.*

*We must create an inclusive and open culture and exploit the opportunities presented by employing a diverse work-force.*

*We must maximise the talent of every individual, regardless of their race, faith, gender, sexual orientation and gender identity.*

#### Diversity and Inclusion is about:

Treating everyone fairly, with dignity and respect.

Recognising that we are all different and using those differences to benefit the team.

Removing all forms of bias, prejudice and stereotyping that lead to unfair and unlawful discrimination.

#### Organisation

**Trustee (Lead Officer) Major Jill Rogers**

**Deputy CEO Major Billy Thomson**

# 11. Mental Health

Army Football will continue to utilise a strategy of effective and efficient use of the workforce.

The Mental Health team will have to provide support to a large and very dispersed organisation consisting of tutors, mentors, referees, coaches, volunteers, and enablers.

We will support staff and volunteers mental health and wellbeing as they strive to meet the FAs latest Strategic Plan which will require adjustment and refocus of our resources and responsibilities to meet the new and continued challenges presented to the Army FA via the ASCB, the Government and the Governing Body.

The Army FA will provide all necessary support to maintain a happy and effective workforce to allow those full time and volunteer workers to achieve their respective objectives and targets, while encouraging ownership, involvement and personal development.

We will organise regular discussions with every member of staff, to clearly identify their individual and collective roles and responsibilities and provide support and training to ensure contentment in their role.

Job descriptions PADR and contracts will be kept updated. We will review additional training needs that may be reflected in their personal development plans for promotion or qualifications.

The Board of Trustees will be fully engaged in the process of delivering the Army FA Vision and Mission Statement via regular meetings with all members of staff both on a collective and individual basis.

Management staff have be qualified as MHE Mental health first aiders and will remain concurrent



# 12. Finance

## A. RAG Rating against FA Financial Management Operating Standard

Effective Budgeting
Standard Chart of Accounts
Management Accounts
cashflow Projections
Cash Reserves
Accounting Ratios
Investments and Financial Planning
Fixed Asset Management
Internal Financial Controls
County FA Accounting Years Ends
Statutory Accounts and Year End Audit

### Areas to Review

**Accounting Ratios** - We don't currently use Accounting Ratios but will look to see if this is something we should adopt in the future.

**Internal Controls** – We have these in place but need to be formally recorded to ensure the knowledge is retained.

## B. Army FA Budget 2021/22

Income		
FA Core Grants		£86,714.58
Non FA Grants		£39,500.00
Club Affiliation & Cup Entry		£6,500.00
Discipline		£6,000.00
Referee Registration & Course Fees		£10,550.00
Football Development		£5,560.92
Commercial		£53,000.00
Bank/Interest/Investment Income		£10,100.00
<b>Total</b>		<b>£217,925.50</b>
<b>Operating Profit</b>		<b>-£32,008.50</b>



Expenditure	
Salary Costs	£94,452.00
Safeguarding Costs	£1,000.00
Mobile Phones and Dongles	£1,000.00
Print, Post & Stationery	£1,500.00
IT	£1,500.00
Marketing, Magazines & Website	£4,600.00
Miscellaneous Office Costs	£3,000.00
Meetings & Seminars	£3,000.00
Building Utilities, Maintenance & Insurance	£4,000.00
Legal, Professional & Accountancy Fees	£4,000.00
Staff/Office Insurance	£2,400.00
ASCB Equipment Grant	£4,532.00
Inter Service Matches	£7,500.00
Presentations & Awards	£2,000.00
Aldershot Town Sponsorship	£1,100.00
Grants	£3,000.00
Annual Army Football Awards Dinner & Trustees Dinner	£8,500.00
Community Engagement	£5,000.00
Referees	£21,650.00
Football Development	£5,000.00
All Army Cup Competitions	£8,790.00
Army Representative Teams - Men	£15,260.00
Army Representative Teams - Women	£9,900.00
Corps & Unit Teams - Men	£5,740.00
Corps & Unit Teams - Women	£4,130.00
Army Reserve Football	£14,880.00
Representative Team Tours	£12,500.00
<b>Total</b>	<b>£249,934.00</b>



## C. ARMY FA Monthly Cashflow Projection covering 12 month period

Opening cash balance 107,518  
Start date (mm/yy) Jul-21

INCOME	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
FA Core Grants	7,226	7,226	7,226	7,226	7,226	7,226	7,226	7,226	7,226
FA Development Grant	463	463	463	463	463	463	463	463	463
Non FA Grants	39,500								
Club Affiliations & Cup Entry	6,500								
Referee Registrations	1,275	1,275	638	212					
Referee Courses	1,800				1,800				1,800
Referee Miscellaneous	125			125			125		1,250
Discipline			750	750	750	750	750	750	750
Commercial Income - sponsorship			10,000						
Other Income									
Bank Interest / Investment Income	2,500			2,500			2,500		
<b>TOTAL CASH IN</b>	<b>59,389</b>	<b>8,965</b>	<b>9,077</b>	<b>21,276</b>	<b>10,239</b>	<b>8,439</b>	<b>11,064</b>	<b>8,439</b>	<b>11,489</b>



Expenditure	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Salary Costs	7,871	7,871	7,871	7,871	7,871	7,871	7,871	7,871	7,871
Safeguarding Costs	250			250			250		
ASCB Equipment Grant				4,532					
Marketing, Magazines & Website	125	125	1,625	125	125	125	1,725	125	125
Building Utilities, Maintenance & Insurance		1,600				1,400			
Telephone (inc Mobile/WIFI)	85	85	85	85	85	85	85	85	85
Print Post & Stationery	125	125	125	125	125	125	125	125	125
Meetings & Seminars	250	250	250	250	250	250	250	250	250
Insurance (Office/Staff)		2,400							
Accountancy, Professional & Legal Fees				3,000					
IT	60	60	60	860	60	60	60	60	60
Presentations & Awards									
Miscellaneous Office Costs	250	250	250	250	250	250	250	250	250
Inter Service Costs								1,000	2,000
Aldershot Town Match Sponsorship						1,100			
Referee Related Expenses	325	325	5,122	547	547	647	972	977	547
Referee Courses Expenses	1,800				1,800				1,800
Football Development Expenses	420	420	420	420	420	420	420	420	420
Army Representative Teams - Men			2,920	920	920	920	920	1,920	4,920
Army Representative Teams - Women			2,435	435	435	435	435	435	4,435
Corps & Unit Football - Men			300						
Corps & Unit Football - Women			200	500					
Army Reserve Football			2,335	1,355	335	335	335	335	335
Representative Team Tours									
<b>TOTAL CASH OUT</b>	<b>11,561</b>	<b>13,511</b>	<b>23,998</b>	<b>21,525</b>	<b>13,223</b>	<b>14,023</b>	<b>13,698</b>	<b>13,853</b>	<b>23,223</b>

## CONTINGENCY

Ringfenced project funds (if included as part of cash above)

## 13. Thank you & Questions

*Thank you!  
&  
Questions?*

